1. CHANGSHA WES ACADEMY AND ITS PURPOSE

1.1 Changsha WES Academy's Vision

Changsha WES Academy will nurture internationally-minded, lifelong learners.

1.2 Changsha WES Academy's Mission

We will achieve our Vision by:

Using an integrated, inquiry-based approach to learning
Providing opportunities for students to grow beyond their own culture by studying in English, learning about Chinese and other cultures, and promoting mother-tongue development
Nurturing reflective individuals who are responsible, curious and respectful
Developing individual strengths and interests
Instilling a spirit of innovation, experimentation and collaboration
Challenging students to be compassionate, with the courage to act upon their beliefs
Encouraging a balanced approach to life

1.3 Role of Changsha WES Academy's Vision and Mission

Changsha WES Academy's vision and mission will serve as the guiding criteria for the Board of Governors in deciding the policies within the remaining sections of this policy manual. That is, the basic goal of all policies within Section 2, Board and Administration, shall be for the Board and Principal to work cooperatively and effectively to support Changsha WES Academy in achieving its vision and mission. The basic goal of all policies within Section 3, Fiscal Management, shall be for the school's financial planning, resource allocation and fiscal management to support Changsha WES Academy in fulfilling its vision and mission. Similarly, the basic goal within each of the other sections of this policy manual shall be to support and advance the vision and mission. All policies within each section of the policy manual shall be consistent with these basic goals.

1.4 Communications

The Board and the Principal shall be responsible for assuring that all members of the Changsha WES Academy's community understand the school's vision and mission; and how the vision and mission guide the Board's and Principal's decisions. As the Board's executive officer, the Principal shall be responsible for publishing all forms of communication to convey Changsha WES Academy's mission and vision, the policies in this manual, and the procedures, rules and any other information or administrative guidance needed to implement the policies stated in this manual.

1.6 Evaluation

Together with the Board, the Principal shall develop and use procedures to allow the Board to evaluate the effectiveness of both the school and the Board in achieving Changsha WES Academy's mission and vision.

1.6 Government relations

Changsha WES Academy shall comply with laws and regulations of the Chinese government, and shall make every effort to maintain excellent working relationships with government agencies.

BOARD AND ADMINISTRATION

2.1 Board Constitution

The Board of Governors shall create a Board Constitution which shall prescribe: the school's name, location, vision and mission; the Board's constituting authority; membership composition, criteria, selection methods, terms, removal provisions, vacancies, and attendance requirements; the Board's authority and responsibilities as well as the Principal's authority and responsibilities; Board officer positions, appointments, and responsibilities; Board meeting frequency, quorum, agenda, voting, meeting types, and minute-taking requirements; Board committee types and names, authority, chair and membership appointment requirements, and reporting requirements; and constitutional amendment and dissolution provisions. The Board Constitution shall be included in the Board Handbook, which shall be annually reviewed by the Board at its orientation session. The Board Constitution shall take precedence over all Board policy.

2.2 Board Essential Agreements

As a condition of participating on the Board, each voting and non-voting member of the Board shall adhere to the Board Essential Agreements. The current agreements are stated below. The Board as a whole shall annually review these agreements, revising them as appropriate. Each voting and non-voting member shall sign a statement that he or she will adhere to the agreements. The Board's self-evaluation shall include the agreements as performance criteria.

Essential Agreements of the Board of Governors 理事会基本协议

1. We will be prepared and punctual for meetings, and for the completion and fulfillment of tasks and responsibilities. 我们将做好准备，准时参加理事会的所有会议，并且按时完成任务和应履行的职责。

2. We agree to adhere to our agreed roles, as stated in the "role charts" in the Board Handbook. 我们同意并遵守已经由理事会通过，并且在理事会手册中详细说明的职责分配。 3. We will follow and "stick" to the published agenda and adhere to time limits at meetings. 我们将严格遵守会议的议程安排和时间规定。

4. We will speak openly, respectfully, accept differences of opinion and work toward resolutions and decisions. 我们将畅所欲言，彼此尊重，接受不同的观点，并努力形成决议。 5. We will discuss issues rationally, not emotionally and presume positive intentions from each other. 我们将理性地讨论问题，不感情用事，并且相信彼此都怀有积极意图。

6. We will clarify how we make a decision before we make that decision. 在做决议之前，我们将阐明如何做出该项决议。

7. After the Board makes a decision, we will speak with a common voice that supports the decision, and which will help groups within the school community understand the Board's perspective and decisions. 我们将同声支持理事会的决议，并且帮助学校社区内的不同团体了解理事会的观点和决议。

8. We will respect confidentiality. In specific cases where there is doubt about what is confidential, the Board will decide what is confidential. 我们将严守机密。当无法确定某件事情是否需要保密时，将由理事会做出决定。

9. We will represent the entire school. We will not advocate on behalf of personal or group interests. 我们将代表整个学校。我们将不会代表任何个人或集团而谋取私利。

10. We will reflect upon and evaluate our performance as a Board, with respect to the practices of good governance outlined in our essential agreements; our recorded goals, roles and responsibilities; and in pursuance of the school's Vison and Mission. 我们将根据理事会基本协议的要求，针对我们作为理事会成员的表现、既定目标的完成情况、是 否履行职责，以及是否遵循学校的办学任务和宗旨进行反思和评估。

Each Board member shall also sign an agreement committing the member to preventing potential conflicts of interest.

2.3 Board and Principal roles and responsibilities

The Board will provide good governance for Changsha WES Academy. The Board will recruit members with specialist skills and competencies to ensure that Changsha WES Academy will continue as a going concern.

The Principal will act as the academic link between the Board and Changsha WES Academy.

The School Board and Senior Management Team will work together harmoniously for the betterment of Changsha WES Academy and its wider stakeholders. Consistent with the School Board Constitution and the Senior Management Team's contracts, each party will endeavour to fulfill their roles and responsibilities with the upmost diligence.

Policy	
School Board	**Senior Management Team**
Determines needs for policy	Drafts proposed policy
Approves policy	Implements policy
Reviews Senior Management Team's implementation and evaluation of policy	Evaluates the effectiveness of implementation policy
Approves policy changes if needed	Recommends changes to School Board

Planning	
School Board	**Senior Management Team**
Long-Term Planning	**Long-Term Planning**
Develops and approves strategic plans (3 years)	Generates required data
Approves annual goals, objectives and action plans based on strategic plans	Proposes major goals and objectives to School Board
	Prepares action plans
	Implements action plans, evaluates and feedbacks to School Board
Recurrent, Annual Planning	**Recurrent, Annual Planning**
Approves annual calendar	Recommends annual calendar
Approves annual budget	With Head of Finance, recommends annual budgets
	With Head of Human Resources, plans staffing and recruitment
	Conducts annual curriculum reviews
	Plans calendar of school events

Facilities	
School Board	**Senior Management Team**
Approves major facilities developments	Identifies facilities needs and recommends major improvements to the School Board
Approves policies related to facilities (such as policy on use by outside groups)	Implements and monitors major facilities projects and feedbacks to the School Board
Approves facilities operational expenses within annual budget	Recommends policies related to facilities
	Implements annual facilities budget; maintains facility within budget approved by School Board
	Assures health and safety requirements are met
	Manages all other aspects of facilities

Finances	
School Board	**Senior Management Team**
Approves budget framework	With Head of Finance, develops and recommends budgets
Reviews and approves annual budget	With Head of Finance, prepares financial analysis to present to the School Board
Reviews financial reports	With Head of Finance, recommends new initiatives as budget proposals
	Implements budgets to achieve goals through efficient and effective procedures
	With the Head of Finance, provides detailed financial reports to the School Board

Curriculum	
School Board	**Senior Management Team**
Approves curriculum framework	Recommends curriculum framework
Approves policy on evaluation and reporting of student performance	Recommends policy on evaluation and reporting of student performance
Approves major expenditure on curriculum, usually as part of annual budget	Reports to the School Board on student performance
Approves on policy matters relating to major aspects of the curriculum framework	With the Head of Finance, recommends major financial expenditure related to curriculum and associated resources as well as facilities
	Recommends policies on matters related to major aspects of the education, such as: appropriate student / teacher ratios; and, staffing needs for new courses
	Selects and procures resources needed to implement the curriculum, within budget
	Manages, supervises and evaluates all other aspects of delivering the school's curriculum
	Reports significant progress and issues relating to the curriculum to the School Board

2.4 Board orientation

At least annually, the Board shall hold an orientation session in which all members, new and continuing, renew a common understanding of the Board Constitution, the Board's Essential Agreements, and other aspects of agreed roles, principles, and procedures for the Board and Principal's work together. The Board shall engage in further Board development activities as needs and opportunities arise.

2.5 Performance evaluation

At least annually, the Board shall formally evaluate its performance. The Board shall formally evaluate the Principal. These evaluations shall be in written form.

3. FISCAL MANAGEMENT

3.1 Budgeting and financial planning

The Board shall approve one-year financial plan for both operational, capital, and reserves purposes, which shall include the next year's budgets for operational, capital and reserves purposes. The plan shall include anticipated income and projected expenditures that are sufficient to support improvements scheduled within the school's strategic plan, as scheduled over several years. The Board shall approve any significant change to the multi-year financial plan. Changes in expenditure between major categories within the current year's budget are the responsibility of the Chief Financial Officer, who shall keep the Board informed. Staff members shall have opportunities to contribute to financial planning, particularly in areas that affect their responsibilities. This will include, specifically, the Head of Finance, the Head of Human Resources, the Head of Operations and the Principal.

3.2 Risk management and depository of funds

The Board will adopt a risk management strategy to protect against unforeseen events, the protection and safety of assets, and the continuity of operations. The risk management strategy shall include targets for reserve funds; guidelines and limitations on investments and currency conversions; guidelines on insurance, including bonding of appropriate employees; regulations on signatories for accounts to assure reasonable and prudent limits on single-signatory authority; and limits on cash in school buildings. Targets for reserve funds shall be reviewed annually as part of the budgeting process. The risk management strategy shall be included in the Financial Handbook, which the Board will review annually, or more frequently if necessary.

3.3 Income sources

The financial plans, including the next year's budget, shall clearly specify the types, purposes, and amounts of all fees charged by the school, including registration and tuition fees. Changsha WES Academy may pursue and accept endowments, grants, fund-raising activities, and gifts as deemed suitable by the Board.

3.4 Accounting, reporting, and auditing

Changsha WES Academy shall maintain an accounting system that meets Chinese laws. The Board shall monitor the multi-year financial plan, including the current year's budget.

Financial statements shall be audited by an independent auditor on a regular basis. The Board shall approve the auditing firm. In addition to confirming whether Changsha WES Academy's accounts accurately represent the school's financial condition, the audit report shall include recommendations for improving the financial management of Changsha WES Academy. This shall include the auditor's review of how well the school's administrative regulations and procedures serve to implement the Board's financial policies, and any recommendations to improve that implementation. The Board shall be responsible for accepting the audit report.

3.5 Purchasing authority

The Financial Handbook shall include purchasing procedures, and regulations on bids and quotations, inventories, and related matters. The Financial Handbook shall be reviewed annually by the Board.

3.6 Disbursement of funds

Regulations and procedures on payrolls, expense reimbursements, loans to staff members, petty cash accounts and related matters shall be included in the Financial Handbook, which shall be reviewed annually by the Board.

3.7 Disposal of school property
Regulations and procedures on disposal of school property shall be included in the Financial Handbook, which shall be reviewed annually by the Board.

3.9 Financial Handbook
The Chief Financial Officer shall maintain a Financial Handbook. The Handbook shall consist of administrative guidance, regulations, procedures, instructions, information, forms and any other administrative documents needed to implement the Board's financial policies.

4. Operations
4.1 Construction
a. Standards and procedures.
Working with the Head of Operations, the school's Principal shall prepare, publish, and implement standards and procedures to assure that the following is achieved for all construction project and major improvements of facilities:
(1) Appropriate educational specifications based on consultation with professional staff.
(2) Effective selection of architects.
(3) Sound preparations of plans and technical specifications, including project schedules, conceptual design, schematic drawings, design development drawings, construction documents, and "as built" drawings.
(4) Appropriate site acquisitions, assuring educational value, appropriate opportunities for community use, and acceptable environmental impact.
(5) Effective construction contract bidding and awarding, assuring that appropriately experienced firms with well-qualified staff are selected and that the following results accrue: achievement of educational and technical specifications; timely completion; desired quality of materials and work; desired aesthetics; acceptable cost; and adequate contractors' insurance. (6) Satisfactory supervision of construction, including expectations, procedures, and any required contract provisions for: the school's Head of Operations; the project manager; the quality management company or supervising engineering firm; the architect; and the contractor.
(7) Sound inspection and acceptance of completed projects.

b. Authority.
Using these standards and procedures, and working with the Head of Operations and other staff as appropriate, the Principal shall be responsible for recommending the following to the Board, and the Board shall be responsible for a decision on whether to approve or modify the recommendation:
(1) Adoption of educational specifications.
(2) Funding and selection of architect and architect's contract.
(3) Adoption of project plans at conceptual drawing level and funding for all other plans.
(4) All site acquisitions.
(5) Selection of contractor and approval of contract.
(6) Contracts for supervision.
(7) Acceptance of the completed project.

4.2 Buildings and grounds

Working with the Head of Operations, the school's Principal shall prepare, publish, and implement standards and procedures to assure that the school's facilities shall be safe, clean, well-maintained and attractive. This shall apply to facilities and equipment on the campus and facilities and equipment used in school activities off-campus.

4.3 Closing facilities

In cases where it may be necessary to close a school facility, the Principal shall prepare a recommendation for the Board to consider. In preparing the recommendation, the Principal shall consider the school's ability to fulfill its vision and mission, and meet the needs of its students with the remaining facilities. In this context the Principal shall also consider enrollment projections; relevant population and economic trends; specialized uses of school space, including adult and recreational use; maintenance and operational requirements; and other applicable factors.

4.4 Health, safety, and security

The Principal shall implement procedures and assure regular training and practice for staff to achieve the following results:

a. Rules

All employees, students, and visitors understand and follow clearly established rules of health and safety for all locations and forms of school activity.

b. Identification and correction

Due to regular inspections and general staff diligence, hazardous or unhealthy conditions or practices are identified early and corrected promptly.

c. Accident prevention and response

Accident prevention, response, and reporting is effective, including: provision of a clinic with a qualified nurse; effective supervision of students in all facilities and activities; and prompt reporting which meets medical, ethical, legal, and insurance requirements.

d. Emergencies plans

All persons are well prepared to follow established procedures in emergencies, including: fire, earthquake, armed intruder, and civil unrest.

e. Government regulations

All government regulations regarding health, safety and security are followed.

f. Security provisions

People using Changsha WES Academy and the Changsha WES Academy's physical property are kept secure from injury, damage, loss, or vandalism through: an effective lock and key control system; proper screening of visitors and clearly stated and enforced hours of operation, without losing the open nature of the campus; employment and supervision of 24-hour security staff; appropriate responses to security issues, normally beginning at the lowest level possible; proper safeguarding of school funds and valuables.

g. Liability

Changsha WES Academy is protected from claims of loss or damage regarding private property. Parents, employees, and students to understand that they should avoid unnecessarily bringing valuables to school; all persons should understand that the school shall not accept liability for loss or damage regarding personal property, including motor vehicles.

h. Restitution.
Changsha WES Academy seeks redress against persons found to have committed acts of vandalism or theft of school property. Changsha WES Academy seeks full restitution for damage or losses caused by such persons, or, in the case of minors, from their parents. Changsha WES Academy reserves the right to delay issuance of any documents, credits, or refunds until receiving payment in full.

4.5 Student transportation
a. Regular bus service
Working through the Head of Operations, the Principal shall arrange for a regular bus service for students to travel between their home areas and school. The service shall meet which these criteria:
(1) All costs shall be met through user fees.
(2) Service shall be provided only for areas that can be justified in terms of cost and children's time on the bus, which normally shall not exceed one hour per trip.
(3) Effective safety procedures shall be implemented and student rules are enforced through satisfactory supervision. Disciplinary actions may include suspension or expulsion from future use. Drivers and school staff shall know and use effective procedures for responding to accidents and promptly reporting any accident to both the administration and parents.
(4) The service shall be available only to parents who pay the user fee.
(5) All buses shall be properly maintained, fitted with safety belts for all passengers, and meet safety standards set by Chinese law; drivers shall be appropriately licensed. The transportation company shall be responsible for maintaining all forms of required insurance.
(6) All of these provisions shall be directly inspected and confirmed by the school.
(8) The bus service system, including its limitations, all safety rules and consequences, and other procedures, shall be clearly explained during registration, and parents shall subscribe to the service only upon their written agreement with these provisions.

b. Other forms of regular transportation
The Principal shall assure that effective safety rules and procedures are implemented for parents and families using other forms of transportation between home and school, such as walking, bicycling, and private vehicles.

c. Private vehicles in lieu of school bus service.
When school bus transportation is not appropriate or available for school-related activities, the Principal may approve the use of a private vehicle, provided that: parents of all students using the vehicle give advance permission; the vehicle has adequate third party liability insurance; the vehicle meets all current vehicle safety regulations; and the driver is licensed and is adequately covered under the schools limited liability insurance coverage. 4

4.6 Food services
Working through the Head of Operations, the Principal shall arrange for a regular food service at school. The service shall meet these criteria:
a. The service shall be provided in-house and meets all government regulations concerning safety, health and hygiene as well as the requirements of the Principal
b. All costs of the service shall be met by charges to users, except for staff who will have the cost of one (standard) lunch per working day entirely subsidised.

4.7 Insurance
Working through the Head of Finance, the school's Principal shall assure that insurance coverage is adequate for all aspects of school property, employees and students, and liabilities of employees and Board members. All insurance shall be reviewed annually to assure updated and complete coverage and to consider improvements.

5. HUMAN RESOURCE POLICY

Policy 5.1 applies to all staff.
Policies 5.2 – 5.7 apply only to professional personnel positions, which are teaching positions and other professional educational positions, such as Principal, any Vice Principal(s) or Assistant Principal(s), counselors or librarians. Other staff positions are regulated by Chinese law, individual contracts, and documents issued by the Principal.

5.1 Staff ethics, rights, and responsibilities
The Principal, in consultation with the staff, shall prepare, publish, and implement written guidance for all staff regarding the following aspects of staff ethics, rights, and responsibilities. a. Staff Involvement in Decision-making.
The staff shall be encouraged to contribute ideas and proposals for the betterment of the school through regular staff meetings with the Principal and other administrators. Changsha WES Academy's Labor Union offer a channel for staff voice.
b. Ethical Conduct
Staff will always behave in an ethical manner and uphold Changsha WES Academy's vision and mission. Staff will uphold their responsibilities at all times, and accept that all rights come with responsibilities.
c. Communicating About Problems.
Staff members shall directly discuss any problems with: first, staff members who are most immediately responsible; second, the relevant member of the Senior Management Team; and, third, the Principal. Staff members discussing problems need to be escalated effectively. An effective, written grievance procedure shall be available for use if a staff member believes that such discussion has been insufficient. When needed, the specified procedure must be used, and anonymous messages shall not be accepted. Staff members shall always act and speak in ways that contribute to collegiality, enhance mutual respect, and support community morale.

d. Contracts
Staff members shall have written contracts, which shall be followed by both the employee and the school.

e. Evaluation
Staff members shall have written job descriptions and performance evaluation standards and procedures, which shall be used to appraise performance and make decisions on contracts and promotions.

f. Equal Opportunity
Appointments and promotions shall be made solely on the professional merits of the candidates without consideration of race, color, religion, national origin, gender, disability, or sexual orientation.

g. Chinese Relations. Staff members shall obey the laws of China and act in ways to promote the positive relationship of the school with the Chinese government and Chinese society.

h. Modeling Behavior
Staff members shall behave in ways that provide models for students' conduct. This includes adhering to school regulations about smoking, drugs, alcohol, and dress.

i. Conflict of Interest

Staff members shall not engage in any activity, which may constitute a conflict of interest. Such activities include engaging in employment or any private activity that would interfere with time or energy required for schoolwork, or would compromise Changsha WES Academy, or would negatively affect Changsha WES Academy in any other way. Such activities also include directly supervising or evaluating a relative, and accepting gifts or favors which appear to be offered in expectation of services to be rendered.

j. Community Safeguarding

Community members shall conscientiously follow all school procedures intended to assure the safety, health, security and wellbeing of students and all others participating in school activities or using school facilities. This shall include compliance with any and all requirements and regulations as set by the government of China, and school regulations pertaining to safeguarding, including: A. Child Protection B. Safer Recruitment C. Code of Conduct D. Health & Safety E. Student Handbook F. Staff Handbook. G. Parent Handbook.

k. Personnel Records

Records on each employee shall be available to the employee and to school staff members whose responsibilities require access to such records. These records shall be released to others without permission from the employee or through a legal subpoena.

5.2 Positions and Contracts

All policies in this and following sections refer only to professional personnel positions.

a. Approval of Positions.

The Board shall establish new positions and abolish current positions through the annual budgeting process, and the published budget shall document such changes.

b. Authority. The Board authorises the Principal to appoint staff and agree on contracts for positions approved by the Board. Contracts shall be signed by the employee and a representative of Changsha WES Academy.

c. Categories of Contracts.

There shall be two categories of teaching contracts:

(1) Local Hire. This contract shall be provided for Chinese citizens already residing in China.

(2) Overseas Hire. This contract shall be provided for an individual brought by the school to Changsha from another country or territory, for the specific purpose of employment at the school. The position shall normally be full-time. Initial contracts shall normally be for two years. d. Visas and work permits. Employees are responsible for initially paying costs associated with securing initial visas for themselves and their dependents. Any monies associated with employees initially paying costs associated with securing initial visas for themselves and their dependents will be reimbursed by Changsha WES Academy at the beginning of the academic of the year. Changsha WES Academy shall pay the cost of extending the visas and work permits of overseas recruited teachers and their dependents, if replacement is not due to loss or theft. Contracts are contingent upon: initial endorsement by the issuance of a work permit by the local Foreign Expert Bureau; and issuance of a formal letter of invitation by the Foreign Affairs Department. Changsha WES Academy shall be under no legal obligation to assist an employee in applying for a work permit beyond the term of the employee's current contract.

e. Contract Administration.

The Principal shall include in the Staff Handbook, and in contracts as required, regulations to clarify and implement the following:

(1) Deadlines for the school to offer contracts, and for candidates and employees to either accept or reject, which allow the school to effectively recruit teacher replacements.

(2) The role local government agencies play in the processing of contracts and work permits and the responsibility of the school in instances where such contracts and permits are rejected.
(3) The responsibility of professional applicants to supply all necessary documentation.
(4) The effect of breaks in employment on the employee's seniority status.
(5) The definition of volunteer service to the school.
(6) The definition of full-time and part-time teaching.
(7) Changsha WES Academy's rights and obligations to discontinue or modify contracts in accordance with changes of status.
(8) Changsha WES Academy's right to transfer employees to other appropriate assignments in the case of reductions of students or programs.
(9) Changsha WES Academy's obligations to support teacher requests for work permit extensions beyond the term of their employment with the school.
(10) The implications of breaking contract on an employee's salary and benefits

f. Contract and Employment Suspension, Termination, and Disciplinary Procedures.
The Principal shall include in the Staff Handbook, and in contracts as required, regulations to clarify and implement the following:
(1) General disciplinary guidelines and procedures that reflect the increasing gravity of offences or misconduct.
(2) Temporary suspension pending investigation of possible disciplinary matters
(3) Termination with two months written notice by either party, with no compensation beyond the termination date, and with appropriate financial penalties if the employee fails to give two months' notice. If the school terminates an overseas hire contract without cause, repatriation benefits shall apply as per Board policy.
(4) Termination without notice for failure to fulfill contractual obligations, involvement in activities reflecting discredit on the school, misconduct by professional teaching standards, or misrepresenting or withholding information relevant to the contract.
(5) Non-renewal of contract due to negative performance appraisal.
(6) The principle that the school is never obligated to offer a new contract, regardless of the performance evaluation of the employee.
(7) Retirement age of 65, with any standards and procedures for possible exceptions.
(8) Reductions in the work force, with the needs of Changsha WES Academy and overall effectiveness of the employees taking priority over seniority. Reductions shall be affected by non-renewal of contract whenever possible. The Principal shall recommend a specific plan to the Board for a final plan.
(9) Termination due to sickness or injury that would render the employee unable to fulfill the contract. Repatriation benefits shall apply in accordance with individual contracts and Board policy.
(10) Probationary period termination applicable within the first three months of employment for Chinese nationals and two months of employment for expatriates, due to failure to meet one or more standards in the school's teachers appraisal system.
(11) Resignation by non-acceptance of a contract offer, non-signing of a contract offer, and expiration of current contract.

5.3 Compensation
a. Annual Review and Approval.
The teacher salary scale and benefits shall be reviewed by the Board annually within the annual budgeting process. Any changes must be approved by the Board.
b. Salary.
All individual contracts shall include salary.
c. Benefits
For each of the following benefits, individual contracts shall state the applicable category of teaching position, amounts, limits, and other necessary information:

(1) housing
(2) relocation allowance
(3) excess baggage allowance
(4) annual travel allowance
(5) signing-on bonus
(6) professional development funds
(7) medical insurance
(8) personal accident and disability insurance
(9) any subsidies for education for dependent children
(10) any subsidies for laptop computers
(11) contract performance renewal bonus
(12) all forms of leave
(13) any other benefits approved by the Board.

d. Staff Handbook.
The Staff Handbook shall include any further regulations and procedures deemed necessary to effectively implement this policy; these may be in addition to, but consistent with, what is written in individual contracts.

5.4 Selection and Deployment
The Principal shall publish regulations and procedures in the Staff Handbook to implement the following:
a. Recruitment and Selection
The Principal shall recommend a staffing plan for the next year within the budgeting process; the Board shall approve the plan as part of the budget. Minimum teacher qualifications shall normally be a bachelor's degree; a teaching certificate, license, or equivalent qualification; and two years of teaching experience. Applicants for other positions shall demonstrate appropriate qualifications. The Principal shall be responsible for all staff appointments, with the Board endorsing the appointments for Head of Operations, Head of Finance, and any Vice Principals or Assistant Principals.
b. Orientation
Working with the Head of Human Resources and any Assistant Principal(s) and or Vice Principal(s), the Principal shall provide an orientation program for new staff which prepares them to function well within the school generally, effectively execute their specific roles within the school's programs, and (in the case of expatriate teachers new to Changsha) become familiar with local living conditions and practices.
b. Assignments
Working with the Head of Human Resources and any Assistant Principal(s) and or Vice Principal(s), the Principal shall be responsible for assigning all staff members to specific positions. The Principal shall duly consider staff members' preferences, but the needs of the school shall take priority. Except for emergencies, staff members shall be assigned positions for which they are qualified. A teacher's specific teaching assignment (such as grade level and/or subjects) shall not be contractual; the Principal may change assignments as school needs require. Vacancies for positions of additional responsibility shall be announced first within the school, and the Principal shall consider internal applicants before considering external applicants.

5.5 Appraisal

The purposes of the appraisal shall be to validate levels of performance consistent with the school's vision and mission; support improvements in performance; and provide a basis for contract decisions.

a. Teacher Appraisal.

In consultation with the teaching staff, the Principal shall design and implement an effective system of standards, procedures, and timelines for evaluation. The details of this system shall be clearly and completely documented in the Staff Handbook.

b. Senior Management Team Appraisal.

In consultation with the Principal, the Board shall design and implement an effective system of standards, procedures, and timelines for evaluation of the Senior Management Team. The system shall include provisions for mutual goal-setting; reporting on progress toward goals; feedback from teachers, support staff, parents, and students; self-assessment by the Senior Management Team; and an annual written evaluation by the Senior Management Team.

5.6 Professional Development

All staff shall be expected to continually grow as professionals generally as well in their ability to provide the programmes and services designed by the school to meet its vison and mission. Staff shall be expected to seek out opportunities for this, and the school shall support such initiatives. The Principal shall design, publish, and implement procedures for this policy, including:

5.7 Employment Conditions and Expectations

Working with the Head of Human Resources, the Principal shall prepare, publish, and implement procedures for the following policies: (a) Teacher Work Year; (b) Standard Workday; (c) Additional Responsibilities, including After School Activities; (d) Parent / Guardian Communication; (e) Student Behavior; (f) Procedures; (g) Staff Meetings; and, (h) Outside Employment.

(a) Teacher Work Year. This shall be approximately 190 days per year, including a minimum of 182 instructional days. New teachers shall report approximately two weeks and returning teachers shall report approximately one week before classes begin. All teachers shall work one day following the close of school. Vacations shall be scheduled according to the approved annual school calendar.

(b) Standard Workday. This shall be 8:00am to 5:00 pm, Mondays through Fridays, plus additional hours and days as required by official school activities and events. The Principal may issue regulations to allow for changing departure times as needed.

(c) Additional Responsibilities, Including After School Activities

Staff shall contribute significantly to these.

(d) Parent / Guardian Communication. Staff shall communicate regularly with their students' parents.

(e) Student Behaviour

Staff shall effectively manage the behavior of students under their direct care as well as student behavior generally.

(f) Procedures.

Staff shall efficiently perform procedures and record-keeping assigned for the smooth operation of the school.

(g) Staff Meetings. Staff shall attend required staff meetings and professional development activities.

(h) Outside employment. Staff shall secure prior, written approval of the Principal for any outside employment. The laws of the land are that expatriate staff cannot seek outside employment.

INSTRUCTIONAL PROGRAMMME

6.1 Organisation

a. The Principal shall see that the school is organized and operated within these guidelines: a. School Sections. There shall be a Primary and High School section. Primary shall include Kindergarten through Grade 8, and these grades may be organized into Early Years (K-N), Primary (Grades 1-5) and Lower Secondary (Grades 6-8). High School shall include Grades 9 to 12

b. Instructional Days. There shall be a minimum of 180 days in the annual school calendar. These shall be scheduled within a calendar approved by the Board. The school shall observe the following Chinese national holidays: National Day, Mid-Autumn Festival, Lunar New Year, Tomb Sweeping, Labor Day and Dragon Boat. The school shall not observe national holidays of any country other than the People's Republic of China.

c. Class size. The number of students in a class may not exceed 30 students. In addition to conventional class-based instruction, the Principal may organize standards, programmes and procedures for alternative forms of instruction, including Learning Journeys and appropriate internet-based courses (such as Savannah College of Art and Design's Career-Related Study on the International Baccalaureate Career-Related Programme). .

6.2 Curriculum

a. General criteria.

Working with the professional staff, the Principal shall organize and provide a curriculum that will be:

(1) Effective in supporting Changsha WES Academy's vision and mission.

(2) Written in clear, comprehensive, and cohesive form, providing coordinated learning objectives for each grade level and subject area.

(3) Based on the International Baccalaureate's Primary Years Programme (PYP), Cambridge Lower Secondary, Cambridge IGCSE, Cambridge 'A' Level, International Baccalaureate Diploma Programme (DP) and International Baccalaureate Career-Related Programme.

(4) Regularly reviewed, evaluated, and improved as needed.

b. Special provisions.

The Principal shall also assure the educational program appropriately responds to the following needs:

(1) Good use of local resources for the inclusion of the study of China, as well as general use of community resources and opportunities for cross-cultural learning.

(2) Standards, procedures, and programs for language teaching, including English as the medium of instruction, Chinese, instruction for home languages, and other languages offered by the school. Provisions regarding English shall address the school's need for multiple levels of teaching, learning, and using English, meeting the goal that all students shall acquire academic proficiency in English and using a philosophy of placing students in regular classes as much as possible.

(3) Provision for students with special needs within the planned and budgeted program, with the philosophy of placing students in regular classes as much as possible.

(4) Understanding and respecting varied religious beliefs without promoting any single set of beliefs. The school shall not observe any specific religious holidays.

(5) Health education, including age-appropriate instruction on substance abuse and sexuality, with good general communication to parents and without the need to gain specific permission from parents for their children to receive such instruction.

(6) A counseling program available to all students, within budgetary limits, with sound guidelines to staff on confidentiality and its compatibility with the best interests of the student and Changsha WES Academy.

(7) Guidelines on teaching about potentially sensitive issues, including the maturity levels of students; community norms of taste and behavior; and the laws of the People's Republic of China.

6.3 After Schools Activities

To fully support Changsha WES Academy's mission and vision, the school shall offer a program of After School Activities. Within the limits of the school's budget and facilities, the Principal shall organise After School Activities under these guidelines:

a. Voluntary. Student participation shall be voluntary.

b. Academic credit. Students shall normally not earn academic credit through extra-curricular activities.

c. Eligibility. Students may be required to meet academic eligibility requirements to participate. d. Class time. Loss of regular class time shall be minimised.

e. Student rules. The school's behavioral rules shall be fully applied in all activities, on or off campus.

f. Payment. Students shall normally pay all or a part of all travel expenses beyond Changsha.

6.4 Instructional methods and resources

The Principal shall organise and implement the school's instructional methods and resources to meet the following criteria:

a. Vision and mission. The methods and resources shall support the staff and students in meeting Changsha WES Academy's vision and mission. Changsha WES Acadmy shall provide classroom space, furniture, books, teaching equipment, and resources adequate for the professional staff to perform their duties.

b. Grouping. The professional staff shall be responsible for grouping students for instruction. The Principal with his or her professional staff shall have final authority for grouping decisions. c. Schedules. Working through the professional staff, the Principal shall be responsible for organising student schedules and course loads.

d. Materials selection. Within established budgetary limits, the Principal, working with the professional staff, shall be responsible for selecting all instructional material and equipment. Texts and other materials shall be lent to students without charge, but students' parents shall be responsible for the costs of any damage or loss.

e. Challenges. There shall be clear and comprehensive procedures for considering a request from a community member for the school to stop using specific learning resources.

f. Additional instructional staff. There shall be procedures for Learning Journeys, particularly regarding vehicles, supervision and safety.

g. Homework. There shall be guidelines on student homework, including: appropriate, educationally meaningful objectives, methods and forms; age-appropriate expectations for time spent on homework; and roles for parents. These guidelines shall be well understood by students, staff, and parents.

6.5 Assessment

The Principal shall organise and implement a comprehensive program of assessment, reporting, and recognition that meets the following criteria.

a. Changsha WES Academy's vision and mission. Changsha WES Academy shall assess students' attainment of the objectives indicated in Changsha WES Academy's vision, mission and assessment methods shall reflect these.

b. Purposes. Assessment results shall be used to report progress to students, parents, and to staff and other institutions as appropriate. Results shall also be used to plan improvements in instruction, to evaluate and improve the curriculum, and to identify needs for professional development

c. IB requirements. Assessment methods shall meet the requirements of the IB programs.

d. Publication. Information and implementation procedures for all aspects of Changsha WES Academy's program of assessment, reporting, and recognition, shall be explained clearly and completely to students, staff, and parents.

e. Testing and Examinations.

(1) Due to the transient nature of students at Changsha WES Academy, the school shall provide a series of standardised external examinations at specific age-group to help compare academic levels of students to levels of their peers around the world. One use of such assessment at High School level shall be to meet requirements for university admissions.
(2) Formal examinations shall generally not be used in lower Grades.
(3) Internal examinations shall be used in High School, in addition to a variety of other methods.
(4) Test scores shall not be used to segregate, categorize, classify, or "label" students in terms other than individual abilities and educational programs.
f. Reporting. Parents shall receive four written reports on their children's progress per academic year. There shall be procedures for notifying parents as needed between reports. Parent-Teacher conferences shall be scheduled at-least twice per year, and available as requested at other times.
g. Graduation. Changsha WES Academy shall award a High School diploma to those students meeting requirements, which are laid out in the High School Graduation policy.

7. STUDENTS
7.1 Admission and placement
a. Admissions. Admission shall be based on the students' abilities to benefit and access from the programme offered by Changsha WES Academy. Changsha WES Academy shall use a thorough and consistent process to collect and consider information from the student's parents and previous schools to make a sound decision on whether a student shall be admitted. Admissions shall not discriminate on the basis of race, gender, ethnic origin, or religion.
b. Grade placement. Students shall be placed in grade levels by age. The Principal shall specify any exceptions.
c. Promotion and retention. Changsha WES Academy shall provide a program and support services through which it can be expected that students will normally successfully move to the next grade at the end of each school year. However, when it may be beneficial for a student to not proceed to the next grade, this decision shall be based on the staff's assessment of all relevant factors, including general maturation and social development in addition to academic results. Parents shall be consulted well in advance of a decision, but the decision shall be the responsibility of the Principal.
d. Special requirements.
(1) Students from schools using substantially different calendars from Changsha WES Academy's calendar (such as a Southern hemisphere academic calendar) shall normally not be placed into a grade level with older children.
(2) Students shall live full-time with at least one parent or legal guardian as a condition of admission and continued enrollment.
(3) Changsha WES Academy shall admit students throughout the school year
(4) Changsha WES Academy shall discourage departure of students before the end of a school year.
(5) For students who withdraw, there shall be adequate procedures for advance, written notice from parents and preparation of documents for transfer to the next school.
e. Priority of admissions. Admission to Changsha WES Academy is on the basis of 'first come, first serve'.
f. Inclusive education. Changsha expects that all enrolled students are included in mainstream classes for the majority of the school week. Inclusion at Changsha WES Academy aims to increase access and engagement in learning for all students by developing a differentiated and supported program meeting the needs of each student.

7.2 Attendance
a. Absences and tardiness. Daily attendance and timely arrival shall be checked and accurately recorded; parents shall submit reasons for absences; when necessary, parents and students shall be counseled to seek solutions to attendance or tardiness problems; for absences of more than five days, medical certificates may be required.

b. Make-up work. There shall be effective procedures for making up work missed due to absence. As such work is generally not a satisfactory educational equivalent of attendance for classroom learning with a teacher, such make-up work shall be used only when necessary.

7.3 Student rights and responsibilities

a. Equal opportunity. Regardless of race, creed, colour, national origin and economic background, or special needs or talents, students shall be given maximum opportunities for educational development. However, limitations on admission maybe be caused by requirements set by the Chinese government, the design and resources of the school's program for teaching English as a second language, and the school's capacity to meet the needs of students with special needs.

b. Involvement in decision-making. Students shall have appropriate opportunities to be involved in decision-making regarding educational policies, regulations, and programs that affect them.

c. Personal rights. Students shall be able to exercise personal rights within appropriate limits for a school environment. These shall be specified by the Principal and shall include students' ability to express opinions and petition and privacy of personal property.

d. Due process. Students shall be entitled to administrative due process when problems arise related to rules which students are expected to follow. Due process shall mean that students shall be entitled to know what the rules are; to be notified of charges against them, and be provided the opportunity to respond to those charges; to have counsel; to appeal a decision about the charges to a higher level; to have the charges or penalties removed from their records, if their innocence or non-involvement is shown by the evidence.

e. Appeal procedure. The appeal procedure shall meet the following criteria:
(1) It shall be clearly published and available to students and parents.
(2) It may be used only after a disciplinary decision has been made.
(3) Every effort shall be made to first resolve the matter at lower, appropriate levels.
(4) There shall be reasonable time limits, at a maximum of five working days, for each step of the procedure. Steps and decisions taken in the procedures shall be documented and recorded.
(5) Appeals reaching the Board shall be considered only at formal, closed meetings, which follow all regular Board meeting procedures, while maintaining confidentially.
(6) Without negating any of the above, the Principal and Board may agree on further features of the procedure.

f. Outside authorities. There shall also be clearly stated provisions for interrogation of a student by an outside authority. Parents shall be notified in advance whenever possible. Such questioning shall take place in the presence of a school official or a parent of the student, preferably both.

g. Searches. School property, including student lockers, may be searched by school officials if a reasonable suspicion arises that item considered illegal, disruptive, or a general nuisance to the educational process are being kept at school. Changsha WES Academy officials may search a student's person only if there are clear indications that a student has drugs, narcotics, weapons, explosives, or other dangerous contraband in his/her possession, and if such possession constitutes a clear and imminent danger to the safety and welfare of the student, or other persons, or of school property. Personal searches shall be made only in the presence of two adults of the same sex as the person being searched. Parent presence is recommended.

h. Student conduct rules. There shall be clear expectations for student conduct, all resting on three basic rules: respect for self; respect for others; respect for one's own and others' property.

7.4 Student discipline

The Principal shall be responsible for setting and enforcing disciplinary procedures that achieve the following.

a. Purposes. The purposes of discipline at the school shall be to both assure a high standard of conduct at school and to help students think about their conduct and learn how and why to make good decisions which regulate their own conduct.

b. Age and case appropriate. Disciplinary measures shall be appropriate for a student's age and maturity as well as the nature and severity of the specific problem.

c. Teacher expectations. Teachers shall be assured of support by the administration and Board for their reasonable implementation of reasonable rules and disciplinary procedures established by the school. Teachers shall also be expected to treat all students with respect.

d. Approved disciplinary measures. Administrative procedures shall include definitions and expected uses and limits for the following types of approved disciplinary measures: student detention; disciplinary or behavioral probation; suspension of student attendance; and expulsion from the school roll. Corporal punishment shall not be used; reasonable physical restraint to protect persons and property shall be permitted. In the case of suspension or expulsion, the Principal shall inform the Board Chair. In the case of expulsion, the parents shall forfeit tuition fees paid for the remainder of the semester; if the student later applies for re-admission, a new admission fee shall be required.

7.5 Student services

a. Welfare and safety.

(1) Student welfare and safety is the first priority of the school. Supervision of students shall be satisfactory in all school facilities and activities.

(2) Students may not leave the school's supervision before normal closing times, nor be contacted by unknown persons, nor be released to unknown persons, nor be released to an estranged parent not legally responsible for the child, without express written permission from the legally responsible parent or guardian.

(3) There shall be authority, facilities, staff, and procedures to: satisfactorily respond to accidents, injuries, and illness with first aid; to transport persons to approved medical facilities; to provide medication only upon prior written permission from parents or upon direction of a physician; to properly record all incidents and inform parents and the administration.

(4) Changsha WES Academy shall ensure sufficient medical assistance for students under school care.

(5) Students may ride bicycles to school, subject to school safety rules, and Chinese licensing and regulations.

b. Student health services.

(1) The school shall provide a clinic staffed during school hours by trained staff. The clinic shall provide first response care.

(2) Parents shall responsible for providing legally required vaccinations and immunizations, and parents may be required to document that this has been done.

(3) Children with infectious diseases shall normally not attend classes or school activities. The school shall comply with government requirements regarding endemics or pandemics. The Principal is authorised to end enrollment of students whose parents consistently fail to comply with school regulations on infectious diseases.

(4) School medical staff shall annually check all students' height, weight, eyesight and hearing, and report results and recommendations to parents.

(5) Students shall be responsible for following instructions from staff and school rules and regulations regarding all health and safety concerns; students shall also be responsible for reporting health or safety hazards to staff.

7.6 Student organizations and events

a. Fund-raising. Student organisations shall be permitted to raise funds for approved causes, following guidelines established by the Principal.

b. Special events. The school shall provide opportunities for students to assume leadership in planning and conducting social events, exhibitions, and performances. Teachers shall supervise events.

c. Community service. Students shall be encouraged to participate in community service as part of the formal curriculum or the extra-curricular program. Students shall also be encouraged to reflect upon their learning from community service activities.

d. Employment. While encouraging voluntary student service to the school and community, the school shall not offer payment or benefit in kind for services rendered. The school shall not offer the services of a student to any person or organization for payment of any kind, monetary, in-kind, or service.

e. Competitions. Changsha WES Academy shall generally encourage students to improve their own performance in all areas without the need to compete against others. The school shall also organize events that include healthy competition, with awards for both excellent performance and participation. Such events may be within the school and with other schools, and student participation shall be voluntary.

7.7 Student records

a. Contents. Records shall include academic, medical, and counseling information. b. Access. Access to academic and medical records shall be limited to the student's parents or legal guardians and to school staff who need access to perform their duties. Access to counseling records shall be limited to the counselor and only to the Principal and / or Assistant Principal on a need-to-know basis when the safety or well-being of the student is at risk.

b. Release. The school shall release records, or individual student information in records, to only: a parent or legal guardian of the student; other persons or institutions specifically authorized by a parent or guardian; or another person or agency when the school is legally required to do so.

c. School publications and photographs. In enrolling his or her child, a parent or guardian shall be deemed to have granted permission for their child's name and photograph to appear in school publications such as the yearbook, the school website, and school promotional publications.

8. COMMUNITY RELATIONS

8.1 Goals

Changsha WES Academy shall maintain active and open communication with the parent / guardian community to achieve the following goals: to strengthen parent understanding and support for the school's vision, mission and curriculum so that parents / guardians may more effectively support their children's progress in school; to improve the quality of decisions by the Principal by understanding views and information from parents; and to develop a more cohesive, positive community of parents, staff, and students.

8.2 Expectations of Board and Staff

All members of the Board of Governors and school staff shall project a positive image of the school and act in an ethical manner.

8.3 Handling complaints

The school shall welcome constructive criticism and complaints as opportunities to solve problems and create improvements. However, parents shall be required to make every effort to resolve problems at the level where they arise; that is, a class-based problem is addressed with the teacher

of the class. Complaints about a staff member shall be discussed directly with that staff member. If the parent believes that the problem has not been satisfactorily addressed, then the parent may contact a direct supervisor. This process may be extended to bring issues to the Principal, after efforts at lower levels, and in unusual circumstances to the Board of Governors. The Principal shall prepare and publish a clear statement of steps and requirements for this process. Anonymous complaints shall not be considered at any level of this process.

8.4 Parent-Teacher Organization

The school shall promote and assist a parent-teacher organizations which shall have these three purposes: to support the school by organizing student, teacher, and parent social events; to support the school through fund-raising activities; and to support parent-school communication by working with the staff to organize events where topics of interest and concern may be discussed. The organizations shall serve as a representative or advocate of parents / guardians to the administration.

Individuals or groups of parents shall use the complaint process described above or, in the case of major program and policy issues, the individuals or groups of parents who are directly concerned shall bring the matter to the Assistant Principal.

The organizations shall not be a body for making policy decisions, which is the role of the Board; as needed, the organization help shall members of the community understand this. The organization's activities shall support the school's vision and mission and shall be compatible with all Board policies and school programmmes. The organizations shall work closely with the Principal and Assistant Principal for guidance on uses of funds raised to assure compatibility with both the school budget and community perceptions of appropriate uses. The organizations shall also work closely with the Principal and Assistant Principal to schedule events to maximize benefits to the students and the community.

There are currently two parent-teacher organizations: Primary's Parent-Teacher Association and High School's Parents' Representative Group.

8.5 Community use of Facilities

School community use of the facilities shall be encouraged on the condition that these programs shall have priority in this order: first, use for the school's curricular and extra-curricular programs shall always have priority; second, use by organizations designed to support the school, such as the parent-teacher organization; third, use by other organizations that provide an educational benefit for the students; fourth, use by other members of the school community.